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20 AUG 1957

MEMORANDUM FOR: Deputy Director for Personnel

SUBJECT : Suggestion Regarding Fitness Report Change to Joint Discussion for Goals

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1. [REDACTED] has asked that we consider a proposal made by [REDACTED] to change our present Fitness Report. The proposal has been prepared in the form of an employee suggestion. (Tab A) Tex is not sending it through that channel for the time being. Chief, CSPS is seriously considering the testing of the suggestion in several branches and field stations.

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2. [REDACTED] suggestion is that we discontinue the Fitness Report Form 45 for GS-9 and above and substitute a requirement for periodic record of joint discussion by employee and supervisor with emphasis on forward planning and goals to be accomplished during the coming period. (Usually 1 year). Section A of the new format would be no different to the present Section A. Section B would be the joint discussion of goals which would list up to five pertinent performance factors that are required to insure accomplishment of the agreed goals. Section C of the present form would be discontinued.

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3. In the proposal, [REDACTED] argues that the objectives of insuring that the employee knows where and how he stands with respect to current performance, and understands what he needs to accomplish in the future, are better served by guides and discussion pointed to the future than by a review and criticism of past performance. He also states that if a more comprehensive and detailed record of employee's past performance is required, the present Form 45 be continued and the proposed joint discussion of goals be in addition to the Form 45.

4. We have summarized the advantages and disadvantages of this proposal as developed in our PRS analysis and at the 4 o'clock meeting of 7 August.

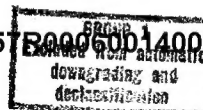
a. Advantages:

(1) The suggestion is very much in tune with modern psychological theory. The employee participates in goal setting and a constructive benefit is derived from what is potentially a tense moment in the employee-supervisor relationship.

(2) The joint nature of the discussion contributes to good communication between boss and subordinate so that each learns where the other stands. Problem solving is facilitated by the objective and detached nature of the exchange.

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(3) Our present system would be improved by a greater orientation toward employee development and growth.

b. Disadvantages:

(1) The goal of most people is to be promoted. Line management may have little knowledge of where the individual stands with the Career Board. Therefore, the manager or supervisor, unless the joint discussion of goals is very carefully handled, can convey false impressions or promises that cannot be kept.

(2) The deletion of Section B of the present form would eliminate the best source of job information now available in Central Personnel and in the Career Boards. The elimination of Section C would lose the narrative information most often turned to first by reviewing officers when reassignment, promotion, and other Personnel actions are taken.

(3) The present Fitness Report has evolved over the years on a trial and error basis and has included in the past a section on potential which eventually was dropped. The present form has gained wide acceptance. There has been a marked improvement in the quality of these reports in the last few years. A common base has been achieved.

5. On the balance, it seems to us in PRS [redacted] that the suggestion does not warrant fundamental change in our present rating system. However, there is merit in the suggestion. Indeed its purpose might be accomplished without change in present format by inclusion of these concepts in the descriptive material at the heading of Section C. 25X1A9a

6. Our recommendation is that you discuss the suggestion with Tex. We will be guided accordingly. Our present Form 45 is attached at Tab B for your convenience.

SIGNED

[redacted] 25X1A9a  
Chief, Plans and Review Staff  
Office of Personnel

Att

Distribution:

- Orig. & 1 - Addressee
- 1 - C/PD (w/o Tab)
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- 1 - PRS Subj File (w/o Tab)
- 1 - PRS Chrono File

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OP/PRS/[redacted] amb ( 9 Aug 67 )

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NOTE Two additional  
Comments.  
D.R. Constant  
Change of both supervisor  
and employee numbers  
Suggestion implemented  
C.F. Present system  
does not gather  
info on potential

# MISSING PAGE

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ORIGINAL DOCUMENT MISSING PAGE(S):

Attachments missing

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